

Tekfen is 60

*We have been building the future for the last 60 years,
guided by technology and science*

Tekfen celebrates its 60th anniversary



Very few companies are lucky as to celebrate such a meaningful anniversary, and we are proud to share this happiness with all the members of the Tekfen family.

To this day, we have worked together to bring Tekfen to this point, and together we will continue to carry it further in the decades to come.

Let us not forget that the future belongs to those who build it.

Tekfen Holding Board of Directors

SIXTY

There are very few public companies in Turkey that are sixty years old and can boast of having a corporate culture.

The values we have inherited from the founders of Tekfen, and which are written indelibly in the genes of Tekfen and the members of the Tekfen family, values like integrity, honesty, industriousness, serving one's country, and respect for people and the environment will continue to be our guide. For this invaluable legacy, we feel infinitely indebted to Feyyaz Berker, Nihat Gökyiğit, and Necati Akçağlılar, who is no longer with us. And since this is the anniversary issue, I would like to share with you a personal memory concerning each of our founders.

Working with Feyyaz Berker is both easy and difficult. It's easy because he trusts you and encourages you to take initiative, solve problems, and make decisions. It's also difficult because this moral and material trust and delegation of power implies taking an immense responsibility.

He is always democratic and expects you to express your opinion unreservedly.

Working with Nihat Gökyiğit is easy and difficult for more or less the same reasons. The similarity of business styles of two characters so different is surprising. The main difference between them is that Nihat Gökyiğit wants to get personally involved in doing the job at hand. I witnessed the most striking example of this in 2005. We were organizing a concert in London to accompany "The Turks" exhibition at the Royal Academy, and we took with us the national flags of 23 countries represented by the members of the orchestra. The flags got crumpled in the suitcase, and had to be ironed. As I was leaving the hotel with the suitcase packed with the flags to take them to be ironed, Nihat Gökyiğit saw me and asked, "Where are you going?" and added right away, "Wait, I'm coming with you!" He can be endearingly stubborn that way.

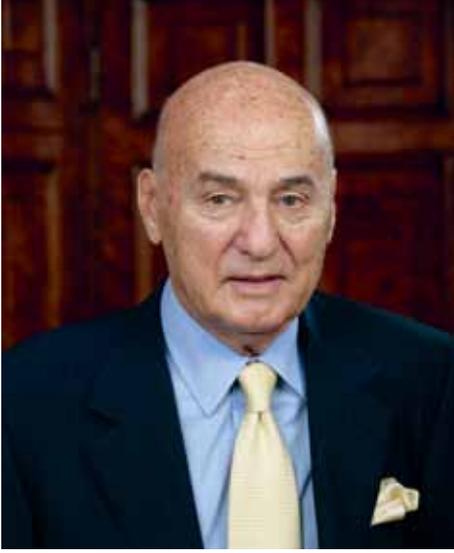
With Necati Akçağlılar, I had only one encounter, and I wish there were more. I had gone to him concerning the payment of the budget of a reception. He first looked at the budget, then looked up at me over his glasses and said, "So who is going to pay for all this?" He was very polite, but he also called me to account!

We have asked "the great engineer Professor Zihni Sınır", the famous Turkish cartoonist, to depict Tekfen's world in the form of a giant caricature, and we are pleased to present the enclosed poster, hoping that you will like it and hang it on your walls.

I would like to take this opportunity to congratulate each and every one of the members of the Tekfen family, and wish you a happy, peaceful, productive, and safe new year at our company.

Dori Kiss Kalafat

Corporate Communications Coordinator
dori@tekfen.com.tr



FEYYAZ BERKER

Co-founder and Honorary President

When we founded Tekfen 60 years ago, there was a reason why we named it as such, combining “Technology” and “Science” (“Teknoloji” and “Fen”). Firstly, all three founders had been trained as engineers. All three of us had received our MS degrees in civil engineering at American universities and as young entrepreneurs guided by science, we wanted to put our knowledge and experience to use in our country.

In those days, there was a great shortage of engineers with an entrepreneurial spirit speaking a foreign language in Turkey. Our aim was to take action and responsibility in the construction of the infrastructure direly needed for Turkey’s prosperity, growth, and development.

Defined in the early days of the company, that mission is also the summary of Tekfen’s 60 years.

For 60 years, Tekfen contributed to Turkey’s development with the pipelines, industrial plants, roads, and buildings it constructed. As my valuable partner Necati Akçağlılar always said, most of Tekfen’s construction work consisted of infrastructure that either remained under ground or was located far away from the man on the street. For this reason, Tekfen was mostly known as a company that produced light bulbs.

The fact was, however, that our company was creating countless buildings and plants that made the life of that man on the street so much

easier. With its investments not only in construction but also in various industries, it played a key role in providing the people of Turkey with lighting, increased agricultural productivity, better nutrition, and higher living standards in general.

The immense projects Tekfen undertook abroad helped the Turkish contracting sector become an international player, bringing in foreign currency and contributing to Turkey’s reputation. Tekfen has created employment for tens of thousands of people, helping them raise their children as citizens working for the good of their country.

Tekfen was never a company to stand out solely with its commercial success and achievements. With its faith in technology and science, it has always been a symbol of progress, growth, and development, and a company that set an example even to its competitors with the principles and values it defended.

I am proud to be one of the founders of this unique company, and would like to thank all my colleagues who have stood by our side and helped us bring it to the present, sharing our philosophy and ideals.

I have no doubt that future generations will embrace the principles and values we have defended for 60 years, and that our company will live on for many 60 years to come.



NİHAT GÖKYİĞİT

Co-founder and Honorary President

As we are about to leave behind 60 years at Tekfen, I would like to review some of its qualities that make us proud.

The first thing that comes to mind is the fact that Tekfen is a highly respected brand. We have always been proud of this privilege and the opportunities this provided to our Group. Tekfen has always been one of the top companies preferred by job applicants, an indication of the trust placed in our Group and its continuity. The Tekfen family is founded on the values of merit, capability, loyalty, sacrifice, and fraternity, and has been our greatest asset along with this brand name.

Another issue dear to our hearts is the utmost care we have shown for paying all wages and salaries on time without any infringement of rights. This principle has never changed throughout 60 years, no matter how difficult conditions become or how serious crises are. We have also never compromised on work safety, no matter the cost. It has always been a source of pride for us to receive awards for the records we break in accident-free days.

An important factor that also contributes to our brand name is the determination to do high-quality work and finish it on time, even if at loss. Even under the most difficult conditions, we have never considered leaving or closing a project site.

We have always shown ultimate care to avoid conflicts with business partners and to settle disagreements out of court.

I would say that the most important factor contributing to the success of Tekfen Group is the

level of agreement among the three founding partners and the fact that we have complementary responsibilities. During the time we have worked together, which is now more than half a century, we have always been able to take decisions unanimously, without having to raise our voices. Many have asked me how this incredibly harmonious relationship was possible. It is true that our educational backgrounds are very similar, but each of us came from a different coastal region, believed to cultivate different attitudes: Feyyaz is from Mersin, the Mediterranean; Necati is from İzmir, the Aegean; I am from Artvin, on the Black Sea. I believe that at the heart of our harmony were the principles I have listed in part as well as the shared values of our culture such as tolerance and unity.

The first 45 years of Tekfen constituted the period of expansion and growth, while the last 15 years constituted the period of consolidation. During the latter, we undertook restructuring and rebranding, selling off some of our companies while joining others; going public and adapting ourselves to the changes in management.

Since last year, members of the Tekfen family are working hard to take the Group even further with a new strategy and renewed effort. I wholeheartedly believe they will succeed.

It has been the greatest wish of the three co-founders to see Tekfen continue to live for many years after we are gone under a sustainable structure. As we strive towards this strong and sustainable Tekfen, I am confident that social responsibility efforts will also continue unabated, and I wish everyone many 60 years full of success.



NECATİ AKÇAĞLILAR
(1924-2011)

In loving memory.



CANSEVİL AKÇAĞLILAR
Vice Chairwoman of the Board of
Directors, Executive Director

Tekfen's foundations were laid at a time when new airports, highways, and facilities were being built in Turkey, by three friends who worked at the Ministry of Public Works and decided to found their own company. They implemented their decision under dire financial circumstances, in a small office. After that, Tekfen grew confidently to this day, and its success has been founded on honesty and hard work.

For my beloved husband Necati Akçağlılar, who died in 2011, work was almost a form of worship. He used to spend more than six

months a year at construction sites, and when I complained that I saw too little of him, he would say, "The workers at the construction need me to work hard." Putting on his boots and going from one site to another fueled him and gave strength to the workers who toiled under very difficult conditions.

Today, Tekfen has become a huge family of 15 thousand people, all of them hard-working and honest. It gives me great pleasure to see that the company's corporate culture is alive and strong today, based on the hard work of the three founding partners, their desire to do their work in the best way possible, and the way they joined forces to reach their aims. I believe that these qualities, which brought Tekfen to the present, will be key in the company's success in the future.

Time passes and new generations arrive. Needless to say, Tekfen also changes. When you see how fast these 60 years have gone by, it is not that difficult to imagine what will happen in 100 years.

What we need to do is to trust our young friends and support them in their quest to carry Tekfen, which is one of the most select companies of Turkey, to an even better future. Business is becoming ever more competitive, and I would like our young friends to remember this little piece of advice that makes Tekfen what it is, whenever they feel stumped: "Enjoy the work you do and do it the best way possible."

I congratulate the entire Tekfen family on their 60th anniversary and wish them continued success.



MURAT GİGIN
Chairman of the Board of Directors,
CEO

It is undoubtedly important for a company to have a long past, but even more important than that is to "Grow without Getting Old" as the title of our 50th anniversary book says, or in other words to have a sustainable future. In May 2015, when Nihat Gökyiğit, our previous Chairman, passed the torch to me, he said, "Now, Tekfen expects to be taken even further under a new strategy, with renewed enthusiasm and effort," thus laying out our new road map. We strive to go forward on this road as fast as possible.

There has been an immense change throughout the globe since the day our company was founded. Our agenda is marked by macro trends such as global warming, concomitant desertification, water shortage, food safety, influx of immigrants caused by civil war and the collapse of states as a result of climatic and economic reasons, an aging Europe, the shift of the world's economic center from the West to the East, and increasing digitalization. This wind of change has been blowing even more strongly for the last decade. During the last few years, the world, as well as Turkey have undergone great changes that would have been imaginable only in decades. The global economic crisis, the Arab Spring, and the eco-

nomics crisis in Europe are only a few examples. These changes pose a threat to the viability of our activities in Turkey and the region as well as our sustainable growth.

This is why we are now entering a period where caution seems advisable. On the other hand, the destructive competition that now reigns throughout the world necessitates a radical change of mentality both in the way we approach our work and in our methods of doing business. In order for us as Tekfen to attain sustainable growth, we need to be a part of this change. And even that may not suffice – we may have to be one of its champions.

Despite these developments in the background, what will give us competitive edge in global markets is our "intellectual capital" – the experience, expertise, and reputation with which we have been entrusted. Our job in these new times is to turn this accumulation into assets on our balance sheet. Within this framework, we will broaden and develop our main businesses while also using technological advances to a greater extent.

In agri-industry, we will grow both organically and inorganically. We will consider a wide ar-

ray of growth opportunities such as organomineral fertilizers, molecular biotechnology, seed improvement, contract farming, and pesticides. In international contracting, we aim to double our turnover in a few years with the new projects we have recently signed and added to our portfolio. Increasing our engineering capabilities is always one of our top priorities. In real estate development, we will continue to grow with bigger projects both in Turkey and abroad, thus increasing our brand visibility. We are also very close to finalize the founding procedures of Tekfen Ventures, our corporate investment company that will provide capital support to innovative enterprises and refresh our ties to the X and Y generations.

We also have other important targets besides figures.

In addition to searching for new business areas, we will also make changes in the planning of our governance and continue our efforts for corporate improvement, professionalization, and bringing down our age average. In today's world, success depends on rapid perception, quick reaction, decision-making, and the ability to renew oneself and processes. The key words to achieve these are respect for nature and society, sustainable growth, providing a

peaceful work environment for our employees, which will lead to higher productivity, which in turn will eventually lead to higher profitability.

Our goal is to make Tekfen Group one of the top five companies where young candidates would like to work in five years, and to make it one of the top 10 companies of Turkey in terms of brand value in ten years. I believe that when we achieve these goals, commercial success will follow suit.

We are a good company, because we have "good" employees. We are a team that works devotedly, takes pleasure in the work it does, and is proud of its company. At Tekfen, we have always striven to do the right thing in a principled manner throughout these 60 years, and built this fortress of respectability stone by stone and project by project.

As I wish all of us a happy future at Tekfen, I would also like to ask for God's grace to be upon the deceased members of our team who have left us an immense legacy, and to thank those who are with us today for their great contribution.

I wish you the best of luck on our journey.



OSMAN BİRGİLİ

President, Tekfen Group of Companies

Dear Colleagues,

I joined this great company, whose 60th anniversary we are celebrating today, back in 1978, and except for a brief stint for my obligatory military service, I have always worked here. Special days, be they birthdays or marriage anniversaries, remind one of old times and pleasant memories. I would like to begin this special anniversary celebration in a similar fashion.

For many years I worked in our Contracting Group. I was predominantly on the "sales" side, which meant I spent most of my work day travelling, always in a rush. On the other hand, this allowed me to see the world and meet different people.

I have always felt that every place I saw and every person I met taught me something. I made many friends both at home and abroad. It is with great pleasure that I now remember all I have learned thanks to my work. I tried to maintain the same level of good relations with my colleagues at work; it is for them to say how successful I have been! I have always felt among family with my colleagues, as our spouses also joined us occasionally in our gatherings. This "strong team" was a result of this feeling, and I still continue to feel its strength, which gives me confidence in the future, like it always has.

During my busy years at the Contracting Group, I was regretfully unable to get better

acquainted with our other groups, companies, and naturally our friends working there. Since 2013, however, as a consequence of my new job title, I have enjoyed much closer ties with all our companies and more importantly with our friends working there. This job has allowed me to see how lucky we are as Tekfen. Each of our companies is a treasure, and each employee a gem...

This observation turned into a conviction during the search conferences we have been conducting with our Agri-industry and Real Estate Development Groups where I had the opportunity to meet and listen to my friends. My message for our future, if there needs to be one, would be that "We need to come together more often and get to know each other more closely."

Our Group has begun working on new investments in a number of areas in our 60th year. The enthusiasm and dedication with which this work is carried out proves that we have passed the first test for success. I hope and believe that within five years, Tekfen Holding will have taken great steps towards reaching the level it deserves. This is a goal that can be reached only if we work together. I am confident that you will provide that support.

To many decades, to many centuries!

I hope you will not forget to invite me to celebrations on our 75th anniversary.

The story of

60

years

1956

Two intimate friends, Feyyaz Berker and Nihat Gökyiğit, left their jobs at the Ministry of Public Works in 1956 to found Feyyaz-Nihat (FN) Consulting and Engineering Company in Ankara, the predecessor of Tekfen. FN specialized in providing consulting, engineering, and controlling services to contractors. The two partners set up a simple laboratory in a shed that was once used to store coal in the backyard of an apartment building; here, they carried out material tests and soil analyses.

The first big project FN undertook was providing laboratory and controlling services to the famous contractor Kadri Veziroğlu, who was constructing some of the major boulevards in İstanbul. As part of the public works initiated by Prime Minister Adnan Menderes, new boulevards and avenues were being built in İstanbul, which would later become the busiest transportation arteries of the city.



1957

In 1957, Feyyaz Berker and Nihat Gökyiğit founded Tekfen Construction Ltd. in order to do contracting work in addition to the consulting services they already provided. They were shortly joined by Necati Akçağlılar, their friend who was the Director of Airports and Fueling Stations Construction Directorate at the Ministry of Public Works.



Nihat Gökyiğit
Co-founder and Honorary President

We are always in a bit of a hurry; we never do anything slowly. The company itself was founded in a hurry; we didn't even have time to think about its name. It was a simple portmanteau of "tek" (from "teknoloji" or technology) and "fen" (meaning science). None of us came up with that individually; it was a joint effort.

1958

Tekfen Construction won its first tender from NATO, involving the berm stabilization work of airports all around Turkey. At the time, Tekfen did not own a single machine of its own. The three partners began setting up the machine park with their first advance payment, and purchased the remaining equipment with the following payments.

1959

Tekfen Construction began collaborating with Williams Brothers of Oklahoma, which had undertaken important NATO projects in Turkey. The company entrusted Tekfen's three partners with eight different projects around the country between 1959 and 1963. Another important client for Tekfen was Foster Wheeler, the company that was building the Ataş Refinery in those years.

Feyyaz Berker
Co-founder and Honorary President

In those early years we met with many foreign companies and this led to a number of business opportunities. Having the same work ethic as foreign companies and delivering high-quality work in a timely fashion can sometimes be more important than money.

1963

Tekfen took part in the construction of the Ereğli Steel Plant (Erdemir), one of the biggest heavy industry investments of Turkey. The most comprehensive job Tekfen undertook in the project was the Gülüç Dam, built to provide the plant with cooling and tap water. During construction, Feyyaz Berker and Nihat Gökyiğit had a serious accident with the small plane they used to go to construction sites.



Upon a suggestion by Kamuran Sertel, who was Nihat Gökyiğit's friend from his years at Robert College, the three partners decided to go into lightbulb production as their first industrial investment. A new company named Tekfen Industry and Trade, Inc. was founded for this purpose in 1963 and construction of the plant began in Levent, Istanbul.



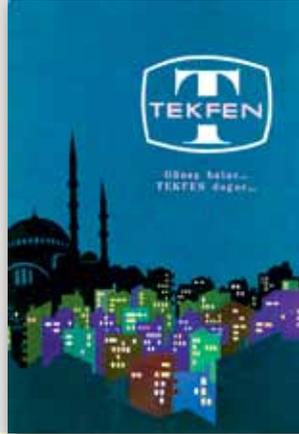
1966



United Lighting Industries (Birleşik Aydınlatma Sanayi) was founded in İzmit as a partnership with Philips to produce glass for lightbulbs and fluorescent lamps.

1964

Tekfen lightbulb factory began production in 1964 and the first lightbulbs were sent off on July 26. A distribution unit had been set up within the company to make a fast entry to the market. In order to attain economic efficiency, this unit also sold some basic goods, such as matches, produced by other companies.



Feyyaz Berker *Co-founder and Honorary President*

In those days, we thought there were three big lightbulb companies in the world: Philips, Osram, and General Electric. We had the mettle to fight against these three giants. We came up with the motto, "When the sun sets, Tekfen rises." That is the most valuable thing for me.

1967



Tekfen Construction moved to Istanbul in 1967 and was incorporated the same year, becoming TİAŞ - Tekfen İnşaat AŞ (Tekfen Construction, Inc.). The new headquarters of the company was the lightbulb plant in Levent. The name of the company was changed to TİTAŞ - Tekfen İnşaat ve Tesisat AŞ (Tekfen Construction and Installation, Inc.) in 1968.

1965

İpraş (Istanbul Petroleum Refinery Inc.) became one of Tekfen's clients. The first project Tekfen undertook for İpraş was the construction of a 40-km pipeline that would carry water from Lake Sapanca to the refinery area. The success of this project and the subsequent ones made Tekfen a preferred solution partner for İpraş in the years to come.

Tekfen, together with the French Entrepouse and Italian Techint companies, won the tender for the Turkish Petroleum Crude Oil Pipeline between Batman and İskenderun in 1965. Except for a few short and local lines and military facilities, this 493-km long line was Turkey's first oil pipeline. The project significantly increased Tekfen's expertise in pipelines.

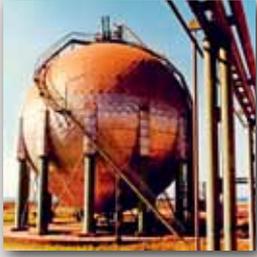


1969

Begun in 1969, the construction of the Tofaş automotive plant in Bursa was the first project of TİTAŞ; however, the construction was damaged as a result of the earthquake in Gediz on March 28, 1970. Tekfen conducted an inquiry, which found that the reason for the extensive damage was "soil amplification" caused by earthquake waves growing stronger as they pass through soft and layered soil. This incident was noted as a contribution to world earthquake literature.



1970



In order for Tekfen to carry out the engineering, production, and assembly services of industrial plants on its own, especially

of the metal parts of petrochemical and gas plants, TİMAŞ - Tekfen İmalat ve Mühendislik AŞ (Tekfen Manufacturing and Engineering, Inc.) was founded in 1970 under the direction of Hayri Adanalı. The plant was built in Kocaeli, near the Derince port of the Marmara, and had an annual capacity of processing 5,000 tons of steel. In later years, the plant underwent numerous expansions and opened up to international markets. Growing steadily and confidently, TİMAŞ became one of the leading brands in the industry.

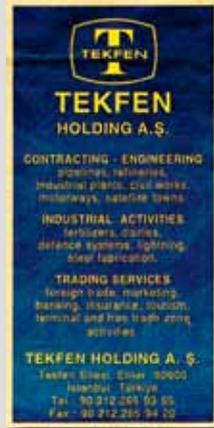
Tunç Sarman

Consultant, Tekfen İmalat

We positioned TİMAŞ as a boutique specialization company and strove to make it the best in its field in Turkey and to attain international prestige. There is no conveyor belt here like the ones you would see in plants manufacturing automobiles, television sets or domestic appliances. The client tells you what they need, giving technical specifications, and TİMAŞ develops the product using its technical engineering expertise and carries out the production.

1971

Tekfen Holding AŞ was founded.



1974

Tekfen founded Toros Fertilizer and Chemical Industry, Inc. (Toros Agri) in 1974 after a historic decision, marking its second biggest industrial business after lightbulbs. The subsidy certificate required the fertilizer plant to be built in the Southern Anatolian Region. The name of the company was taken from the Toros (Taurus) Mountains traversing the region. The groundbreaking ceremony for the plant was held in 1978.

Feyyaz Berker

Co-founder and Honorary President

The fertilizer business in Turkey will never come to an end, because it serves Turkey's agriculture, where our aim is to introduce advanced technology. Today, high productivity in agriculture is important all over the world. I think we will advance in this direction. That's inevitable.

1975

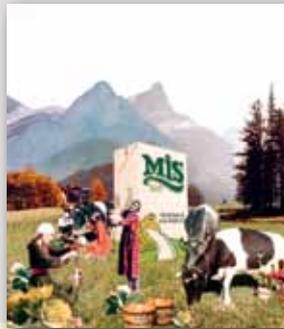
The construction of the Iraq-Turkey Crude Oil Pipeline, considered to be one of the biggest leaps of Tekfen Construction, began in 1975. With this project, Tekfen took one of its most important steps towards becoming one of the few companies in Turkey specializing in pipelines.

In order to manufacture the steel systems needed by Tekfen, the Ceyhan Steel Manufacturing Plant was founded in 1975. Today, the Ceyhan Steel Construction Manufacturing Plant has an annual capacity of 25,000 tons, serving an extensive region from Brazil to Azerbaijan.



1976

Tekfen continued its industrial investments, founding Mis Milk Industry (Mis Süt) in 1976 to produce UHT milk and dairy products. Mis began production at a single plant in Gönen, but soon expanded its capacity with additional plants, becoming the market leader in the 1990s. Nestlé became a partner of the company in 1996 and ultimately bought out Tekfen's shares in 2000.



Nihat Gökyiğit

Co-founder and Honorary President

The name of the company -Mis- was the result of a joint effort. Kamuran (Sertel), Feyyaz and I wrote down a list of names, but we all liked "Mis." The Turkish word implies cleanness as well as a delicious smell. It was the right name, and became very popular.

Necati Akçağlılar was elected president of the International Pipeline and Offshore Contractors Association (IPLOCA), one of the most prestigious professional entities of pipeline contractors. In subsequent years, Murat Gigin (1995) and Osman Birgili (2011) were also to be elected to the same post.



Osman Birgili

President, Tekfen Group of Companies

At Tekfen, we take IPLOCA very seriously and allocate considerable time and energy to it. We regard it our duty to serve at an international institution where Necati Akçağlılar was one of the co-founders. Tekfen is the best pipeline contractor in Turkey, and our IPLOCA membership played a big role in reaching that level.

1978

Tekfen Construction completed its first project abroad. The 10.2-km Fahaheel Highway in Kuwait, built jointly with the American Sangamo Group, marked the beginning of Tekfen's international expansion. The Riyadh High Point Terminal in Saudi Arabia, the first international project Tekfen completed using its own teams and equipment between 1980 and 1983 was another cornerstone of Tekfen's international expansion.

Murat Gigin

**Chairman of the Board of Directors,
CEO**

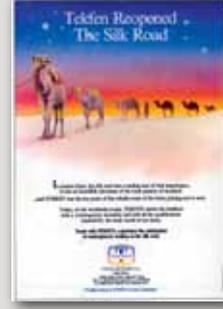
We had a serious culture shock when we first arrived in Kuwait. No one among our engineers spoke a second language; none of them had international experience. We had to discover the wheel all over again in terms of how to send people abroad, because until then, Tekfen had no expertise in that area.

1980

Tekfen partnered with the Central Union of Agricultural Loan Cooperatives (Tarım Kredi Kooperatifleri) to found Tarsan and Tareks, two companies that would be active in agricultural trade. Tarsan would make manufacturing investments in prefabricated greenhouse construction, while Tareks would specialize in the trade of various agricultural goods and equipment as well as growing seeds. Unfortunately, neither company was long-lived due to changing circumstances.



1981



In order to expand its exports begun with Mis Dairy and to market the products of other companies abroad, Tekfen established Tekfen Foreign Trade, Inc. (Tekfen Dış Ticaret) in August 1981. The company

was Turkey's leading exporter in 1987 with a turnover of USD380 million. Active in close to 50 countries, the company was the international representative of over 200 industrial companies in various sectors. Following changes in foreign trade, the company shrank in the 2000s and after 2006, it became part of Tekfen Industry and Trade, Inc.

Toros Agri's Ceyhan Production Plant was commissioned following great difficulties in construction.

1982

Toros International Transport and Shipping, Inc. was founded in order to meet the raw material need of Toros, and a ship was purchased and named Toros Alize. The company eventually built a fleet of rented ships and grew in shipping.

Esin Mete

**Former Chairwoman of
Toros Agri**

I can never forget that day. I was at the plant and the first batch of fertilizer began to come out. I immediately called Necati Akçağlılar and said, "The fertilizer is here, production has begun." Such happy days!



1983

The construction of the 457-km Yumurtalık-Kırıkkale Crude Oil Pipeline, the first major pipeline built solely by Tekfen, began in 1983. This was also Tekfen's first EPC (Engineering, Procurement and Construction) project.

Samim Anıl

Consultant to the General Manager

The Yumurtalık-Kırıkkale Crude Oil Pipeline was one of the most difficult routes in the world. The pipeline descended from the steepest slope of the Taurus Mountains. We employed a very peculiar method and it may well have been the first time pipes were brought down using cable cranes.



1984

Tekfen Engineering, Inc. was founded to address the engineering needs of in-house projects at Tekfen and to offer effective engineering services for projects demanding technologically specialized knowhow. The company was to handle the engineering side of the EPC triangle in turnkey projects.

Alparslan Güre

General Manager, Tekfen Engineering

This company is established upon the culture of engineering visionaries such as Haldun Erkin, Günay Ünlüsoy, Mehmet Kösebay, and Ülkü Tatlıdil. We all are people who love their job, nurture ambitions about it, always trying to create something new and make a difference.

Time magazine issued an 8-page Tekfen supplement with its October 8, 1984 issue. Until then, *Time* had only issued country and industry supplements, which made the Tekfen supplement all the more exceptional and noteworthy. The magazine introduced the co-founders of the company as "The Three Musketeers."



1985

The Saipem-Tekfen-Kutlutaş Consortium began the construction of the Second Iraq-Turkey Crude Oil Pipeline. Tekfen entered the project as the “commercial leader,” and the project was completed on a very tight schedule after the deadline was moved ever closer. Delivered in 1987, the project contributed greatly to Tekfen’s international respectability.



1989

Toros Agri bought Akdeniz Fertilizer in Mersin and increased its annual production capacity to 1.5 million tons, becoming the biggest fertilizer producer in Turkey.



Tekfenbank was founded to meet Tekfen’s need for financing, which had been one of the greatest problems contractors faced in the 1980s during their expansion abroad.



Mehmet N. Erten
Former Chairman of Eurobank Tekfen

It may be true that Tekfen was never big in banking, but Tekfen has been a very reputable name for fifty years, with a well-known approach to risks and a way of doing business, which was always an immense advantage for us. We always emerged from crises stronger and bigger.

Insurance operations had begun under TST in 1981, and took on a corporate structure in 1989 with the founding of Tekfen Insurance and Brokerage Services, Inc.

1986

A new legislation by the government lifted state control on fertilizer production, granting the right to producers to engage in their own marketing and determine their own sale prices. Toros adapted to the new conditions very rapidly and made an important leap by setting up an effective dealership and logistics infrastructure spanning the country. An investment in the same year doubled the production and storage capacity at the Ceyhan Plant. After a bag manufacturing plant was purchased in Adana, Toros began making its own packaging.



Esin Mete
Former Chairwoman of Toros Agri

Before the liberation measures, we had already undertaken necessary preparations, and before anyone even thought of it, we had built warehouses throughout Turkey. We had also spent nearly USD50 million to expand the plant and the terminal. All the other producers laughed at us, saying we did a stupid thing by wasting all that money on useless things. On the contrary, these were the steps that would later make us the leader of our industry.



Erhan Öner
Board Member, Chief Advisor of Tekfen Holding

After we began offering terminal services, our existing pier became a big source of revenue, so we said, “We want to build something much bigger: a new terminal!” We didn’t have as much cash back then as we do now, but nonetheless we undertook an investment project of USD65 million. It was something I would hesitate to approve even today.

1987



The construction of the Tarsus-Adana-Gaziantep (TAG) Highway began, which was the biggest project Tekfen Construction had undertaken up to that point with a project cost of over USD1.8 billion. The highway extended for more than 300 km together with access roads, and Tekfen’s success proved that it had become a contractor able to undertake world-class projects on its own.

Osman Birgili
President, Tekfen Group of Companies

The TAG Highway was a megaproject by any standard anywhere, and Tekfen completed it singlehandedly. A three-lane highway stretching 300 km is a great achievement for any contractor.

1990

A second pier was built at the Ceyhan Plant after port services to third parties grew considerably. Designed to be multi-purpose, the Toros Terminal became one of the most important deep sea ports of the East Mediterranean thanks to its equipment and capacity.

Under the partnership of the İstanbul Municipality, the French Prisunic, and Tekfen, Turkey’s first “hypermarket” Belpa was opened in İstanbul. A wide array of goods were sold at Belpa under a single roof, from socks to domestic appliances and from bread to fish. In 1991, Prisunic sold its shares to Tekfen, followed by the İstanbul Municipality in 1993, when Belpa was converted into a DIY store. This marked the founding of Götzen, Turkey’s first DIY store (later to become Tekzen).



1992



Under the direction of Saim Akçıl, The Black Sea Chamber Orchestra (the seed of today's Tekfen Philharmonic) was founded

with the participation of 17 musicians from 11 countries, aiming to develop relations among different cultures and to create a common language in the name of peace. In subsequent years, countries from the Caspian and East Mediterranean regions were also added, and the orchestra came to be known as "The Sound of Three Seas." Today, Tekfen Philharmonic is made up of musicians from 23 countries, and its repertoire includes works from classical music as well as original programs from composers of its three regions and special performances featuring local instruments.

Nihat Gökyiğit
Co-founder and Honorary President

Think of the region that makes up this orchestra. All the troubles of the world are there. All upheavals and armed conflicts. But despite that, individuals from these countries come together to make music in great harmony, in an atmosphere of fraternity and friendship. In effect, they are telling the politicians of their respective countries, "Look at us! Learn from us. Collaborate like we do, in harmony and brotherhood. Bring peace and welfare to the region, which it deserves and needs so much."

1994

Toros Agri became the first to produce zinc-supplemented fertilizer. Zinc has very positive effects in terms of productivity and human health, and the level of success in adding zinc to soil through the use of fertilizers had international repercussions. In many countries around the world, companies followed the example set by Toros Agri and began producing zinc-supplemented fertilizers.



1993

Hallesche Mitteldeutsche Bau (HMB), one of the construction giants of the former East Germany (GDR), was privatized and bought by Tekfen Group. There were 4,100 employees working at the company, which was gradually decommissioned when low productivity and difficult work conditions in Germany hindered profitability.



One of İstanbul's most successful real estate investments and the best shopping malls of the world, Akmerkez opened its doors on December 18, 1993. Bringing a brand new style to shopping in İstanbul, Akmerkez was selected the best shopping mall of Europe in 1995 and of the world in 1996. It received many other international accolades in subsequent years.



The first branch of Makro, which would later become of the leading supermarket chains in Turkey with 25 branches, was opened at Akmerkez. Makro became one of the important players of the Turkish retail industry between 1993 and 2000, when it was sold to Tansaş in a profitable transaction.

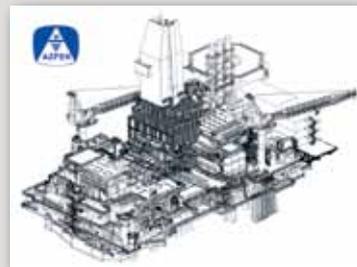


Erhan Öner, Chairman of the Board of Toros Agri, was elected president of IFA (International Fertilizer Industry Association), the most effective institution in the world regarding fertilizers. Toros hosted the 62nd Annual Meeting of IFA in İstanbul in 1994.



1996

Tekfen Construction and Azerbaijan State Petroleum Company SOCAR partnered in 1996 to found Azfen with the aim of addressing the opportunities in the Caspian Region, the emerging energy production centre of the world, and to rapidly complete the projects direly needed by Azerbaijan. The priorities of the company included pipelines, platforms, and terminals.



Murat Gigin
Chairman of the Board of Directors, CEO

Azfen continues its steady progress as our most consistent business in the region.

1997

Built in Ceyhan, Toros Agri High School opened the doors of its 30-classroom building to students. A year later, Toros Primary School in Kurtpinarı, Ceyhan also began accepting students.

Tekfen Construction won the tender for the construction of İstanbul Atatürk Olympic Stadium. The stadium with a seating capacity of 80 thousand was opened in 2002.



Papfen LLC, a joint venture by Tekfen and the Uzbekistan Ministry of Light Industry, was founded in Uzbekistan with the aim of producing cotton yarn for knitwear and weaving. In 2010, the plant came under the sole ownership of Tekfen.

1998

With the aim of providing high-quality seeds to farmers, Toros Agri founded Hazera-Toros Seeds, Inc. in 1998. This partnership was dissolved in 2004, and Toros continued its work in developing and producing seeds on its own.

Toros Adana Yumurtalık Free Trade Zone (TAYSEB) came into effect in 1998, in the area where the Ceyhan Plant was located.



2001

Tekfenbank, which had hitherto been active in investment banking only, acquired Bank Ekpres in 2001 and entered retail banking.



2003

Built in Levent on the land where the lightbulb plant had been, Tekfen Tower was inaugurated in 2003. The 26-floor building was one of the few examples of A-type office buildings in İstanbul. Under the spotlights of the real estate market since construction had begun, Tekfen Tower became a commercial success as well.

Mehmet Erkin
*Member of the Board,
Tekfen Real Estate Development*

Tekfen Tower was a project that changed Tekfen's place in the real estate industry. It added great value to our brand. It was the only building in İstanbul that complied with international security standards and was rapidly taken up after it was opened, especially by foreign companies.

1999

Hishtil-Toros Nursery, Inc. (Hishtil-Toros Fidecilik) was founded in 1999 in order to provide farmers the much-needed high-yield, disease-free seedlings. The company shortly became the market leader and pioneered the sector by using the most advanced technologies and protective protocols in the world.



The founding partners, members of their families, and the Group companies founded Tekfen

Foundation for Education, Health, Culture, Art, and Protection of Natural Resources, shortly Tekfen Foundation on April 12, 1999. The non-profit foundation concentrates on student scholarships, building new schools, and sponsoring Tekfen Philharmonic Orchestra.

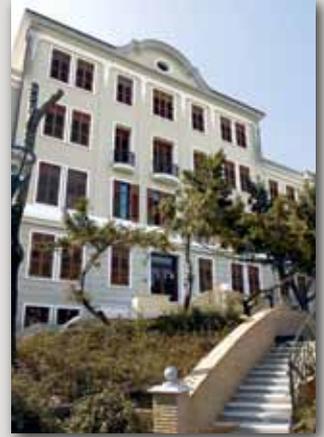
Dr. M. Ercan Kumcu
*Chairman of the Board,
Tekfen Foundation*

Our philosophy for scholarships is based on mutual trust and the sense of responsibility. The youngsters promise us they will be good students, and in return we support them throughout their education, because we know that investing in people is the best sort of investment.



2000

Tekfen Group was restructured by liquidating unprofitable businesses and investments, resulting in a leaner structure for Tekfen Holding. At the same time the management of the holding was handed over to a professional team and the three founding partners left their active management posts.



Tekfen Real Estate Development Group was founded in response to the need in the market for high-quality innovative projects. The Group aims to develop real estate projects at international standards, combining quality, sustainability, environmental awareness, functionality, and trustworthiness with its unique approach.

2004

A seed research and development station was founded in Çandır, near the Mediterranean city of Antalya on a land of 40,000 square meters, with the aim of undertaking research in seed development. Agripark, a center for techno-agriculture production and research, joined the group the same year in Adana, focusing on the development of healthy seeds and seedlings through tissue culture.



2005



Toros Agri acquired the privatized Samsun Fertilizer and bolstered its lead position in the fertilizer industry. The plant underwent extensive improvement work, and production resumed in 2006. With this new addition, the production capacity of Toros came to constitute 38 percent of Turkey's established fertilizer production capacity.

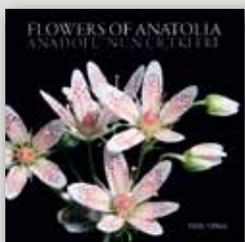
2007

34.5 percent of Tekfen Holding's shares went public. At the pre-IPO, the demand for holding shares was nine times the amount offered. On November 23, 2007, the first session at the İstanbul Stock Exchange was opened by Erhan Öner, President of the Tekfen Group of Companies, who sounded the gong. This was also the first time at the ISE when a gong ceremony was held at the beginning of a session.



70 percent of Tekfenbank's shares was sold to EFG Eurobank, one of the biggest banks of Greece, and its name was changed to Eurobank Tekfen.

Tekfen Foundation commissioned the publication of the book entitled *Flowers of Anatolia*, the fruit of 20 years' work by photographer and documentarian Fatih Orbay and his team. Following the book's publication, the Foundation also sponsored *The Peerless Flowers of Turkey*, a 6-part documentary on DVD.



The Compressor and Water Ejection Platform, built in Azerbaijan by the ATA Consortium (Azfen-Tekfen-AMEC), was put to sea. Weighing 14,500 tons, the platform was the first offshore platform built by a Turkish contractor. Immediately after the completion of this project, Tekfen won a new tender and began building the second platform. This project was successfully completed and delivered in 2008.



2008

Tekfen Philharmonic celebrated the 85th anniversary of the Republic of Turkey with a very special concert. The orchestra performed 12 different compositions, submitted in a competition in the early 1920s during the War of Independence for the National Anthem. Complete with a research book and a CD recording sharing the same title, the project of "1 Set of Lyrics, 12 Compositions" won the Golden Compass Public Relations Award the same year.



2009

In a world-class achievement, Tekfen Construction had reached 33,762,037 accident-free man-hours at the ACG Land Terminal in Sangachal, Azerbaijan.



Levent Kafkaslı
General Manager, Tekfen Construction

The work in Sangachal was a very important experience for us. Technical safety was vital in this project, and Tekfen broke the world record in accident-free work in terms of man-hours. We received a lot of attention for that. In a sense, we became the Kaaba for occupational health and safety.

2006

Tekfen's 50th anniversary! Fifty years after its foundation, as Feyyaz Berker said, "in a hut that used to be chicken coop" in 1956, Tekfen had turned into a company that was active in 12 countries, from Morocco to Kazakhstan and from Qatar to Azerbaijan, carrying on projects worth USD2 billion. Published for the semicentennial anniversary, the book entitled *Growing without Growing Old* preserved this success story for future generations.



Hailed as "The Project of the Century," the Baku-Ceyhan-Tbilisi Crude Oil Pipeline brought Azeri oil to the Mediterranean. Tekfen Construction contributed to this project by building the Sangachal and Ceylan Terminals at the two ends of the pipeline. During this difficult mission, Tekfen reached international levels of accident-free workdays. Shortly thereafter, Tekfen Construction was entrusted with the maintenance and repair of the entire Turkish segment of the BTC Pipeline.



Ümit Özdemir
Tekfen Holding Vice President, Contracting Group

The BTC Pipeline's terminal was, in my opinion, among Tekfen's greatest achievements; it was completed and delivered exactly on time. That day, I was happy like a soccer player who had scored. It was a very difficult project; and we were the only one finishing on time.

2010

Developed by Tekfen Real State Development, the Levent Ofis project became the first of its kind in Turkey to receive the LEED (Leadership in Energy and Environmental Design) Gold Certificate in the Shell&Core category. Following this project, Tekfen Kağıthane OfisPark, which was İstanbul's first green office park project and was completed in 2012, also received the LEED Gold Certificate as well as numerous national and international design awards.



2012

An underground cold storage facility with advanced technology was built near the central Anatolian town of Nevşehir (historical Cappadocia) to store potato seeds produced by Toros.

Toros Agri and OCP (Office Chérifien des Phosphates), the biggest Moroccan company and world leader in phosphate, entered in a joint venture named Black Sea Fertilizer Trade, Inc. (BSFT). The company aims to export the phosphate fertilizers produced at the Samsun Plant of Toros Agri to markets in Eastern Europe, the Balkans, and Central Asia.



Built by the Tekfen Foundation in Sarımsazı, Ceyhan, Toros Agri Necati Akçağlılar Primary School opened its doors to students.



On December 6, 2012, Tekfen sold its shares in Eurobank Tekfen to Burgan Bank of Kuwait. This marked the end of Tekfen's banking activities, which had begun in 1989.

2011

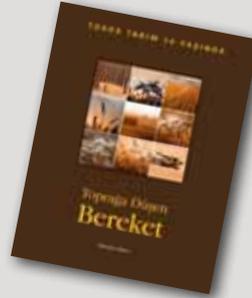
Necati Akçağlılar, one of Tekfen's co-founders, passed away.



Tekfen Construction signed a USD501 million contract with TÜPRAŞ for the construction of its new refinery unit. The main contractor of the project was the Spanish Técnicas Reunidas. TÜPRAŞ's Fuel Oil Conversion Facility, the biggest one-off industrial investment in the history of Turkey, was commissioned in 2014.



On the 30th anniversary of Toros Agri, a book was published entitled *Toprağa Düşen Bereket* (*The Plentiful Soil*), telling the story of the company's founding and development. In addition, an 8-part documentary entitled Mother Earth was filmed in collaboration with documentary channel İZ TV.



2013

The biggest platform constructed in the Caspian Sea, the 18,500-ton West Chirag Platform was successfully completed by the Azfen-Tekfen-AMEC (ATA) Consortium and was put to sea.



The Phosphoric Acid Facility, part of the Ma'aden fertilizer complex, which was Tekfen Construction's biggest project in Saudi Arabia, was completed. As a result of Tekfen's exceptional performance, the President of the Ma'aden Phosphate Company paid a visit to Tekfen Construction in İstanbul to express his gratitude in person.



Gürbüz Alp Kireç
Chairman of the Board,
Tekfen Construction

When we first arrived [in Ma'aden], the construction site looked like a desert. Soon, however, a big facility rised there. It was a huge investment. And everybody watched our every step. The schedule was really tight. We raced against the clock. Despite all the difficult conditions and the fact that our engineering and procurement partner withdrew from the project, we completed the work to the full satisfaction of our client.



Built in memory of Tekfen's co-founder Necati Akçağlılar, Toros Agri Necati Akçağlılar Anatolian High School was inaugurated in Tekkeköy, Samsun.

2014

Toros Agri decided to address one of the longstanding problems of Turkey – the seasonal workers. Toros began supporting the “Health Care Program for Seasonal Agricultural Workers and Their Families” carried out by Harran University and the Turkish office of the United Nations Population Fund (UNFPA).



The Tekfen Foundation Special Education Center in Ceyhan, Adana opened its doors to children with autism.



Tekfen Construction undertook the construction of TANAP Lot 3 (Trans Anatolian Natural Gas Pipeline Project), one of Turkey’s biggest energy infrastructure projects, and thus returning to building pipelines in Turkey after a considerable interval. Tekfen also plays an active role in Shah Deniz Stage 2 on the Caspian shore of Azerbaijan, the area where the natural gas feeding TANAP will be extracted.



2015

Home of the first European Games, the 68,000-seat Baku Olympic Stadium was completed and delivered by Tekfen Construction in a record 24 months. The work came with 21 million accident-free man-hours, and the stadium received numerous awards since its opening.



Levent Kafkash
General Manager, Tekfen Construction

Tekfen delivered the stadium as a turnkey project in a record period of 24 months, without compromising its high technology and work health and safety standards, attesting to the level reached by Turkish contracting.

Ground was broken for HEP İstanbul, the biggest housing project ever by Tekfen Real Estate Development. The project’s 1424 apartments in 11 high-rise blocks are located in Esenyurt, one of İstanbul’s fastest growing areas.



New sulphuric acid phosphoric acid facilities were built at the Toros Agri Samsun Plant, and improvements were made to the NPK unit; the total investment was completed at a cost of USD335 million. Aiming to decrease import-dependency in raw material supply and to eliminate risks that may arise from fluctuations in international markets, this investment also features an environment-friendly system that converts the heat energy from the sulphuric acid reaction into electricity.



2016

Towards new projects...

Tekfen Construction signed contracts for a number of important projects in 2016. The company won the tender for the Afyonkarahisar-Uşak Segment of the Ankara-Izmir Rapid Train Project and the Afyonkarahisar Direct Pass Infrastructure Work; it also undertook the construction of the new headquarters for the Ministry of Taxes in Azerbaijan, adding another important project to its portfolio in this country. Finally, Tekfen Construction signed a contract for the construction of the Al Khor Expressway in Qatar, where it has already completed numerous infrastructure and industrial projects to date. The Al Khor project also constitutes the biggest one-off project undertaken by Tekfen Construction.

Experience talks...

Tekfen veterans who have been with the company for 30 and 40 years shared their unforgettable memories, words of advice, and the meaning of being a member of the Tekfen family -or as they call it, being a "Tekfenist"- with the new recruits.



Erhan Öner

Member of Board of Directors, Chief Advisor, Tekfen Holding

What does it mean for you to be part of the Tekfen family?

It's like being a member of a very prestigious club. It adds to your name and your value; of course, you must be in line with those values! Apprenticeship is long and difficult, but once you are one of the staff, it's great and satisfying to be in this family. The sense of belonging is strong in the group, which is also honest and cares for the environment. You become like a soccer fan – achievements make you happy, hard times make you sad, and you try to think of a way to make a contribution. That's what being a member of Tekfen is or rather a "Tekfenist" is like.

What would your advice be to young people just starting at Tekfen?

Prove yourself by working hard. Be patient and know that you will be promoted when you deserve it – don't begin to haggle with your superiors on your first day about when you will be promoted to head or manager. Focus on targets and results. Be succinct and clear when you speak and in your reports, and avoid verbiage. Learn to manage your time effectively. Don't procrastinate. Don't put off your decisions; learn to decide as quickly as possible. Plan your work well, and execute your plans; avoid working without planning.

Ümit Özdemir

Vice President,
Contracting Group,
Tekfen Holding



What does it mean for you to be part of the Tekfen family?

It means having an adventurous life, accepting self-sacrifice from the beginning, and always being hungry for success.

What would your advice be to young people just starting at Tekfen?

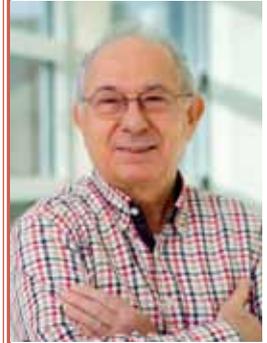
Qui va piano va sano, qui va sano va lontano – go slowly and you will go safely; go safely and you will go far.

What does it mean for you to be part of the Tekfen family?

I have always been proud to be member of a group that focuses on doing its work in line with science and technology rather than on mere profits, and always pays wages on time, no matter how strained its financial situation may be.

What would your advice be to young people just starting at Tekfen?

It's always the same: read and work. Share your knowledge and experience with young colleagues as well as your superiors. If you receive an order that you know is wrong, warn your superior. If they insist, tell them you will do it only because they want you to, and tell them what you believe to be right. A company cannot go forward with blind obedience. Similarly, I would advise managers to listen to those working under them and take into serious consideration the things they say.



Mehmet Kösebay

Advisor, Tekfen Real Estate



Tunç Şarman

Advisor, Tekfen
Manufacturing

What does it mean for you to be part of the Tekfen family?

Tekfen is the first company I have worked for, and the last. I have been actively working here for 42 years, serving mostly in senior positions. This long period was one of peaceful work under the safe shadow of an age-old plane tree. I have always felt motivated by the endless, fast-paced, stressful work conditions of the contracting sector. As a team, we always aimed for progress and perfection. During these years, I have naturally made some great and permanent friends. In short, Tekfen means "my entire professional life" to me.

What would your advice be to young people just starting at Tekfen?

Whatever your educational background, you won't be making your career at Tekfen in just a few years. You need to work hard and be patient, knowing that you will rise one step at a time. Team work and good relations with colleagues is also important. But most of all, the key to success is choosing the path that suits your character and planning your life in order to go forward on that path.

What does it mean for you to be part of the Tekfen family?

I've been working at Tekfen for 52 years, because I care for my work and do it with full sense of responsibility. After my tenth year, I was put in full charge of our work, and had a say in company matters. My suggestions were heard out and noted. This was due to the fact that I took our work seriously.

What would your advice be to young people just starting at Tekfen?

You must take responsibility. You have to be aware of them, do your work well, and care for your work. In time, employees will come to occupy a certain position within the company. You can't go anywhere without self-sacrifice. Young people must show care to do their work right.

**Dehşan Başbuğ**

Foreman, Tekfen Construction

What does it mean for you to be part of the Tekfen family?

For me, it means comprehending your work correctly, questioning every aspect of the work with intelligence and knowledge, completing the work with relentless pursuit and struggle, and to hand it over to your boss with confidence.

What would your advice be to young people just starting at Tekfen?

I would advise young managers to do their work with love, studying every aspect of it, using their knowledge, experience, and intelligence, and with great self-confidence and work discipline.

**Ülkü Tatlıdil**

Advisor, Tekfen Engineering

What does it mean for you to be part of the Tekfen family?

I have spent 40 years of my professional life at Tekfen, and feel one with it. I can easily say that it would have been impossible for me to work for 40 years at any another company.

What would your advice be to young people just starting at Tekfen?

There are very few companies like Tekfen who value their personnel and have certain principles and traditions, certainly not more than the number of fingers on one hand (not two). In my 40 years here, I have never seen wages to be paid late at the construction sites and offices where I worked. My advice to new friends is to keep this in mind and work with self-sacrifice, and to make up for their shortcomings if they have any. There is no end to learning. Another important thing is to love one's job and profession. Work done without love brings no good to you, your company, or your country.

Atila Purut

Legal Advisor,
Tekfen Holding

**Yasemin Yenil**

Coordinator, Founding Partner
Relations, Tekfen Holding

**What does it mean for you to be part of the Tekfen family?**

In the days when I graduated from college in 1975, it wasn't easy to find a job. I was very happy to start working at Tekfen with the help of Necati Akçağlılar. I have always remembered what Sami Gerdan, our Financial Coordinator, and Ersöz Demirel, the Financial Manager of Tekfen Construction, told me about Tekfen. In fact, Ersöz Demirel wrote the following in 1983 for the second issue of *Tekfen News*, which Vahide Gigin and I edited:

A relatively unimportant period of time in the life of companies can be quite long for individuals. I have been a Tekfenist for 20 years and I am very proud of it. When we were growing up, we were never taught that we could make mistakes and errors. Everything we did had to be perfect in every way, like in a Yunus Emre convent. There is no tomorrow at Tekfen; even the work that spreads over the greatest time has to be completed by yesterday. We were taught that there is always a way. Tekfenism teaches you that you never start a difficult job by doubting your ability to finish it. Experience teaches the Tekfenist to start every project with this morale.

Tekfenism means friendship, comradery, and solidarity. It's almost like a club. We share our joys and sorrows; Tekfen and Tekfenism is a family.

In Tekfenism, time is determined by the amount of work to be done. For the Tekfenist, the work day ends when the work is done, not when the working hours are over. Excitement ends only when a difficult job is completed, and begins all over again with a new one. This is not the kind of excitement where the Tekfenists lose their head in the clouds.

In short, for my young friends and prospective colleagues, Tekfenism should be a goal and being in this family should be a source of pride.

Everyone can choose a sentence to their liking from this piece and make it their motto.

What would your advice be to young people just starting at Tekfen?

My young friends, if you have successfully entered Tekfen, you must also learn how to become a member of the Tekfen family.

What does it mean for you to be part of the Tekfen family?

Being part of the Tekfen family. That's a cliché, but that doesn't stop me from using it. Yes, being a member of Tekfen is really a "privilege." Tekfen is a school of life. I am honoured to be working at a great company that opens up to new horizons, integrates you to the world, always finds a place for itself on international platforms where it is lauded, contributes to national economy, and leaves its competitors in awe with its stance, its accomplishments, and its steady progress. I got married while working at Tekfen, I had children, I put them through school, and I bought a house. My children also work at Tekfen; one of them even got married. I'm a Tekfen member through and through, and I'm proud of it. It's the best thing I can wish for anyone.

What would your advice be to young people just starting at Tekfen?

My humble advice would be to be moral, proper, honest, hardworking, patient, and contended, no matter what their career paths... They should work in line with the company hierarchy, respectful and tolerant towards their superiors and subordinates, refraining from lying, resentment, and hatred; they should be diligent and keep their word... Be inquisitive, never give up easily, and always stand their ground...

My father used to tell this proverb to me and my siblings at every opportunity, and I always keep it in mind: "The well-built wall may shake, but it never breaks." You have everything in that proverb. Don't try shortcuts to rise or to become rich, take pleasure in what you do, be satisfied with your work, and go for the long haul, one step at a time. That's the greatest position, wealth, and happiness.



Sedat Yalçın

Finance Manager,
Tekfen Construction BTC Site



Nebi Tonguç

Advisor, Tekfen Construction

What does it mean for you to be part of the Tekfen family?

You become a member when you are hired, naturally. It must be a source of personal and professional satisfaction to work in a highly corporate environment, with elite colleagues, while also participating in social activities that have increased in recent years. But if you ask me, there's something more important than being a member of Tekfen, and that's being a Tekfenist! This concept was there when I joined Tekfen in 1973, and despite all our professionalism, I think it's still there. What does it mean? Here's my definition: Caring for Tekfen... Under all conditions, and in every business situation, thinking, acting, and making decisions like you are the owner of Tekfen. Making your plans, budgets, spending, and all your decisions regarding work accordingly, and thinking, "How does this thing I'm doing contribute to Tekfen? How can I increase my contribution?"

What would your advice be to young people just starting at Tekfen?

Your word is your honour. Work and project contracts are the honour of the company. Keep your word. Don't make promises you cannot keep. Pay attention to details. They say "The devil is in the details." But don't miss the forest for the trees, either. Always have your work schedule and your budget at your side. Know how one translates into the other. Set time aside for planning and your planner. And of course your personnel responsible for project budgets and costs...

Don't be afraid of dreaming. Dream of new methods. When in doubt, discuss it with your older brothers who have more experience. Ask questions about methods and things that are new to you and take notes (in memory of late Haldun Erktin). Do your research, collect information, and share it with your friends. Read. Be knowledgeable about macro/micro economy and about the leading companies in Turkey and the world. Follow closely what these companies do to keep up with the changing world.

Attend your meetings and be punctual. Expect the same from others. You don't have the right or the luxury of making grammatical errors or spelling mistakes in your writing where you represent the company – that includes letters written on paper with company letterhead as well as e-mails. Lack of time is no excuse. Be very careful, and reread what you have written before you send it. Show the same care for the documents you receive and the approvals you give. But most important of all, never neglect your family and your children because of work. They are your reason for living.



Ali Arslanoğlu

Service Person

What does it mean for you to be part of the Tekfen family?

It means a lot to me. Being part of the Tekfen family is truly a privilege. I have been a member for many years. These have been my happiest years. This was my first job, my first company. I worked with Feyyaz Berker from the beginning, from 1971 until the present. I'm a very lucky person to have had such a boss. Tekfen was like a real family to me.

What would your advice be to young people just starting at Tekfen?

Firstly, to work honestly. To feel in their hearts that they are part of Tekfen.

30-Year Travelers of the 60-Year Journey

“Age 35. Half the journey,” the poet says. There are more than a few members of the Tekfen family who have made half the journey, having spent 30 years or more at the company. We asked the most senior member of each group what it meant for them to be a member of Tekfen.



Sadık Gül

Follow Up Officer,
Tekfen Holding

For me, Tekfen is a family and a school. I think I learned everything I know at Tekfen. Before I began working here, I had no idea what Commercial Law, Deed Law, or Zoning Regulations were all about. I really learned everything here. I owe a lot to Tekfen. That’s why I wish good health to our superiors and hope Tekfen will always be there. Mr. Atila Purut taught me a lot, as did Mr. Ümit Özülkü and Mr. Ersöz Demirel... I learned everything I know from them. Naturally, I owe a lot to them as well. I wish them good health, and I wish success to our new friends.

Süleyman Bayru

Foreman, Tekfen
Construction



Tekfen is like a bridge between past and present, a gem among Turkish corporations. I have been on and off part of the Tekfen family for the last 40 years, maybe more. We’ve been through a lot together and made it to this day. Tekfen for me is a lifetime, quality, success and looking towards the future with confidence.

When I first began working 35 years ago, my priority was to work at a leading multinational construction company, and I attained that goal with Tekfen. With time, I found out that Tekfen was a big family and came to understand its culture much better. Tekfen has also been a school for me where everyone was able to improve themselves. The first lesson I learned was that no matter how many years you have worked at any given position in Tekfen, awareness is always key. Diversity for example of ideas, points of view, culture can enrich your social and professional life. This gives you and your company an opportunity for improvement. Working together with people of different nationalities, cultures, age groups, and professions is a big opportunity if you are open to diversity. I believe this is one of the most effective ways of making your allegiance and inner motivation sustainable. Being a member of the Tekfen family is a privilege.



Cem Savaş

Structural Designer,
Tekfen Engineering

I began my professional life when I joined Tekfen at 24, and I have spent two-thirds of my life here, so Tekfen feels like a family home. Our principle has always been to work honestly, undertake good projects, never be unfair, and be the best at what we do. We always tried to set an example for our friends coming after us so that this would continue to be so. We are proud that, given Turkey's conditions, this partnership has lasted 60 years; I feel honoured to have been part of it for nearly 40 years. During this period, we spent more time with our colleagues than with our families, and we created the Tekfen family. Our greatest wish is for this family to celebrate many more 60 years to come. Long live Tekfen!



Fatma Şule Dinçsoy

Consultant, Tekfen
Manufacturing



Kamil Ömer Akdağ

Domestic Purchasing Manager, Toros Agri

It is really hard for me to answer this question; I'm not sure I can express my feelings in just a few lines. During my 37 years at Toros Agri, I had the satisfaction of always reaching our goals by refusing to accept something is impossible, creating alternative solutions, working with a sense of responsibility and selflessness, and always prioritizing the benefit of the company. Being a member of Tekfen is to succeed.

My first encounter with Tekfen was in 1981, when I walked into the Tatko building that served as Tekfen's head office at the time. I was an inexperienced 23-year old. I had an appointment with Mr. Ömer Sunman, and I told him I wanted to apply for a job at the Kuwait Construction Site, but he said, "You are too young to work at constructions. We will give you some training first. Go to our Heavy Maintenance Unit in Kaynarca and start there." So I did; since that day, I have worked at many positions both in Turkey and abroad. I am proud to have been a member of the Tekfen family for 35 years, through thick and thin. When I look back, I see countless memories and valuable friendships, and it makes me happy to know Tekfen was the stage for all of them.

Tekfen's care for its personnel, its cultural heritage, and the contribution it has made to Turkey are all indisputable, and it is a source of joy and pride for me to have played a part in that contribution. I feel contentment for having worked for my country and my company. May Necati Akçağlılar and all my friends who are no longer with us rest in peace. I wish health to Ali Nihat Gökyiğit and Feyyaz Berker, and to all members of the Tekfen family the happiness of being a part of Tekfen at least for as long as I have.



Nedim Coşkun

Chief of Electrics,
Tekfen Tourism



Güngör Köprülü

General Manager,
Tekfen Insurance

If, like me, you have spent years under the roof of Tekfen, you will feel at home in a Tekfen office, construction site, production plant, or even a company car anywhere in the world. It's immaterial which Tekfen company you work in – you feel like working in each and every one of them. Whatever your position – you assume whatever job is needed. You are one big family with all Tekfen companies, their employees and their families.

THE LANGUAGE OF PHOTOGRAPHY

Instances from
60 years



THREE INDUSTRIOUS GENTLEMEN

1970s...

One of the rare photographs where all three co-founders of Tekfen appear together: Necati Akçağlılar (left), Feyyaz Berker, and Nihat Gökyiğit (far right). Tekfen rises on the sound foundations laid by these three partners 60 years ago.



CRANE TRUCK

1965...

The construction of a 4" fuel oil pipeline with a length of 20 km for the Yenişehir Airport in Bursa. Fuel oil facilities and pipelines have always had an important place among Tekfen's work. Small projects, completed using very limited, even primitive equipment, slowly led to bigger ones.

THE FRENCH WELDER

1969...

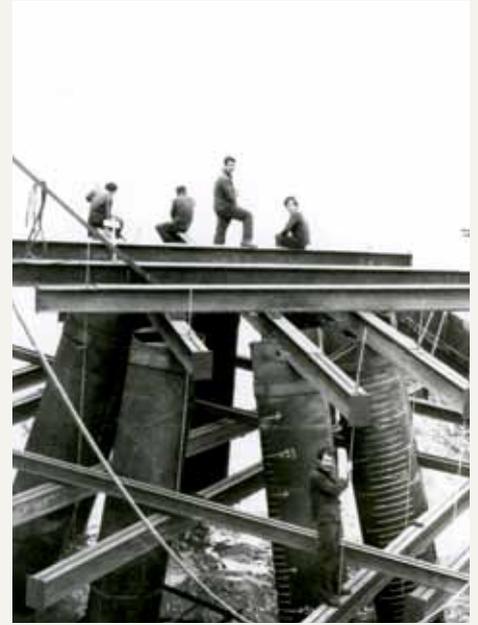
The construction of the ammonium tank for the Samsun Fertilizer Plant, undertaken by the French company CMP. The French have brought in even their own welders, with Tekfen providing only their assistants. The way Turkey was back in the time.



THE YARIKKAYA STORM

1976...

The construction of the sea terminal of the Iraq-Turkey Crude Oil Pipeline at Ceyhan, signifying a break point for Tekfen. The work was carried out under severe conditions, and during the famous Yarıkkaya Storm the poles of the float came undone, causing the float to sink. The project was nonetheless completed on time thanks to the exceptional effort of the team.



GIVING LIFE TO STEEL

1980s...

A worker grinding a weld at the TİMAŞ steel plant in Derince. Tekfen has been giving life to steel, turning it into structures that serve the country's economy. Pipelines, refineries, industrial plants... Tekfen builds them, and the country prospers.



A WORD OF ADVICE

1981...

The opening ceremony of Toros Fertilizer Plant, built in face of great hardship, was honoured by the presence of Turgut Özal, Deputy Prime Minister at the time, and Şahap Kocatoğlu, Minister of Industry. The plant was commissioned at a time when it had been only 15 months since the "January 24 Decisions" of 1980 had come into effect, marking a turning point for liberal economy in Turkey. Later elected Prime Minister and President of the Republic, Turgut Özal's advice to Necati Akçağlılar expressed his confidence in Tekfen and Turkey's future:

"There are some great locations in this area. We will be needing them to build large industrial plants. Buy some land."



A MEGAPROJECT

1987...

Tekfen began the construction of the Tarsus-Adana-Gaziantep (TAG) Highway, the project that lent its name to a period. The project continued on and off for 11 years, and became the biggest one-off project for Tekfen and a megaproject in international terms with its total cost running over USD1.8 billion.

ADVANCES IN PORT MANAGEMENT

1987...

The pier at the Toros Ceyhan Plant was expanded in 1987 due to growing demand for third-party port services, and became one of the most important ports in the Eastern Mediterranean.



INVESTING IN AGRICULTURE, INVESTING IN THE FUTURE

1989...

Toros Agri acquired Akdeniz Fertilizer in Mersin. This decision was a key move in making Toros the market leader and to increase the company's self-confidence. By acquiring a company larger than itself, Toros demonstrated its resolve to grow in the fertilizer business. Buying the Samsun plant in 2005 bolstered Toros Agri's leadership in the industry.

A CALL FOR PEACE

1992...

Later to become Tekfen Philharmonic, the Black Sea Chamber Orchestra was founded to contribute to regional peace. Representing the sound of three seas –Black Sea, Caspian Sea, and the Mediterranean– the orchestra is made up of members from 23 countries speaking different languages and with backgrounds in different cultures. And yet, since the first day, Tekfen Philharmonic calls for peace using the universal language of music.



TEKFEN'S SIGNATURE ON "THE PROJECT OF THE CENTURY"

2002...

Work began on the BTC (Baku-Tbilisi-Ceyhan) Crude Oil Pipeline project, which would bring Tekfen many awards and break world records in accident-free man-hours. Tekfen built the terminals at the two ends of the 1730-km long pipeline. The 28 million accident-free man-hours accrued at the end of the project was an internationally acclaimed achievement. In 2009, after the pipeline was commissioned, Tekfen was also entrusted with repairs and enhancements of the pipeline's Turkish segment.

DUSK IN MOROCCO

2012...

Tekfen Construction completed the work it had begun seven years earlier at SAMIR, Morocco's sole refinery. Tekfen's first work in the country had been a highway project in 2004. This was followed by projects like the SAMIR Refinery, a DAP Fertilizer Plant, and a Phosphate Slurry Pipeline, all of which made Morocco an important part of Tekfen's worldwide activities.



2010 / Kufra, Libya
(+50°C)



2012 / Kashagan, Afghanistan
(-43°C)

TESTED BY HEAT... AND COLD

THE LEGACY OF ASSYRIANS

2012...

Archeological work at the Ziyaret Tepe Tumulus to the southeast of Bismil, Diyarbakir, which will soon be inundated by a new dam, continues at full speed with the contribution of Tekfen. Ziyaret Tepe is a door to the Assyrian civilization. Finds from the excavations provide important clues to this advanced civilization.



A MONUMENT IN STEEL

2015...

The platform topsides, jointly built by Tekfen and Azfen, rise like monuments and are a true source of pride.

Azfen was founded as a partnership between SOCAR and Tekfen in 1996, and in its 20th year, the company continues to contribute to Azerbaijan's future.

THE LARGEST INDUSTRIAL INVESTMENT

1992...

The Samsun Plant, Tekfen Group's and Toros Agri's biggest industrial investment to date, was commissioned. The USD335 million investment brought import dependence in raw material supply to a minimum, and ended the plant's need for natural gas and electricity with the clean energy it provided.



FLAME IN THE SKY

2015...

Built by Tekfen, the SOCAR Tower was inaugurated in 2015. Rising like a flame in the sky, the building became Baku's new symbol, and was chosen "The Best Office Building Project of the Year" by ENR (Engineering News-Record).



TEKFEN HOLDS THE FIRST RECORD

2015...

Tekfen Construction completed the Baku Olympic Stadium in a record period of 24 months and with an impressive 21 million manhours accident-free performance. The stadium hosted the first European Games, receiving a plethora of awards after it was opened.



HOME AGAIN

2015...

Tekfen undertook the construction of the 509-km long Yıldızeli, Sivas-Seyitgazi, Eskişehir segment of the TANAP project, thus returning to pipeline projects in Turkey after a long interval. One of the aspects that make TANAP special is that it is an entirely environment-friendly project.

60 YEARS IN

TEKFEN CONSTRUCTION

What is the total length of pipelines built by Tekfen?

7,500 km

Put end to end, these pipes would reach from Istanbul to Beijing, Johannesburg, or Boston.



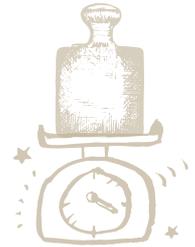
What is the greatest number of time zones where work was conducted?

10



How much steel has so far been produced at Ceyhan Steel?

255,000 tons



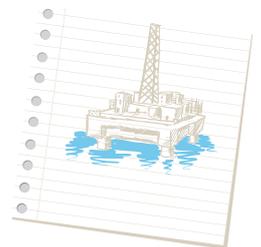
What is the highest number of personnel working simultaneously in a project?

10,000

A total of 8,005 personnel work at the Shah Deniz Stage 2 Sangachal Land Terminal project, which still continues. More than 10,000 worked simultaneously on the TAG Highway.

How much does the heaviest platform built to this day weigh?

18,500 tons



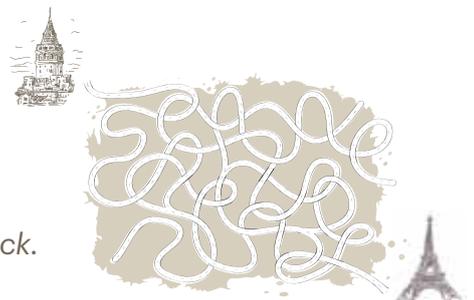
What are the highest and lowest temperatures in which work has been conducted?

+58°C / -56°C

How long is the sum of highways in single lane built to this day? How far could one go on a road that long?

4,540 km

One could drive from Istanbul to Paris and back.



NUMBERS

What is the highest number of countries in which work was conducted simultaneously?

11

In 2009, work was conducted in Azerbaijan, Bulgaria, Georgia, Kazakhstan, Libya, Morocco, Oman, Qatar, Saudi Arabia, UAE and Turkey.



What is the highest number of projects carried out simultaneously?

35 (2002) **31** (2003) **30** (2006)

What is the highest amount of man-hours reached at a project?

~19.1 mn man-hours
(Sangachal Land Terminal Expansion Program)

~20.8 mn man-hours
(SAMIR Upgrade Project)

~28.3 mn man-hours (as of November 2016)
(Qatar North Expressway Project - ongoing)

TOROS AGRI



How much fertilizer has been produced to this day?

~25.7 mn tons

x6

6 times the arable land in Turkey

How much land can be fertilized with this amount?

~300 mn acres

74%

74 percent of the USA, which is one of the three biggest countries in terms of arable land

How many trucks would be required to carry that amount?

1,900,000

One would need to use all the trucks in Turkey for 2.5 years to transport all the fertilizers produced so far.

70%

70 percent of the total arable land in the EU



If this production had been used for wheat only, what could have been done with the produce?

14 years

The wheat produced would meet Turkey's demand for 14 years



34 years

The bread produced from that wheat would meet Turkey's demand for 34 years.

How many seedlings has Hishtil-Toros Nursery (HTF) grown to this day?

~1.35 billion

Half of this number is made up of tomato seedlings.



What can be done with the tomato seedlings grown by HTF?

1.5 million seedlings

Annual tomato seedling production



12 thousand lorries

The fleet required to transport this amount

150 km

The length of the convoy if all the lorries were put end to end

İSTANBUL



TEKİRDAĞ



How many seeds has HTF grown to this day?

2 billion

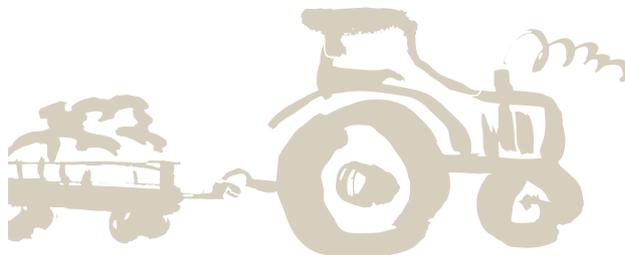


How many of them were grafted seedlings?

180 million

What is the total amount of produce from HTF's seedlings?

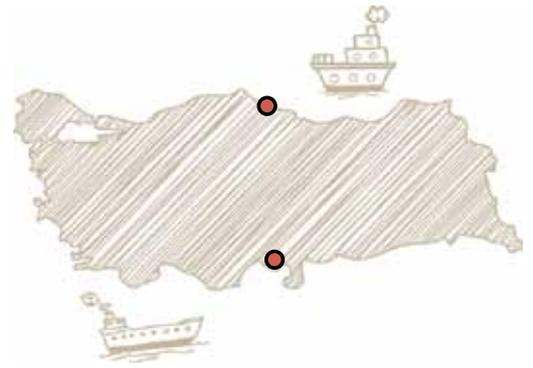
10 million tons



TOROS TERMINAL

Since 1984, when port services began, how many ships have docked at Ceyhan and Samsun Terminals?

10,897



How many tons have been handled at Toros Terminals?



133
million tons

22

Cheops pyramids

365

Empire State Buildings

700

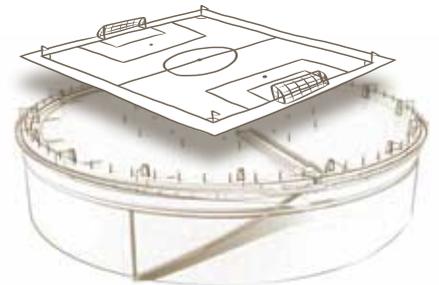
thousand Boeing 777 passenger planes

TEKFEN MANUFACTURING

What can be placed inside the biggest field tank manufactured so far?

Ø 100 m

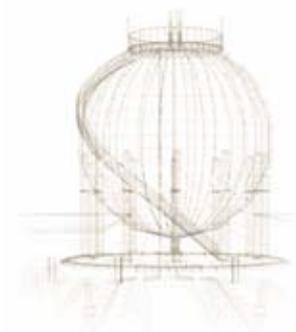
7 tanks with a diameter of 100 meters were built at the BTC Ceyhan Terminal. Each of these tanks can hold a soccer field.



What is the diameter of the biggest spherical LPG tank built so far?

23.7 m

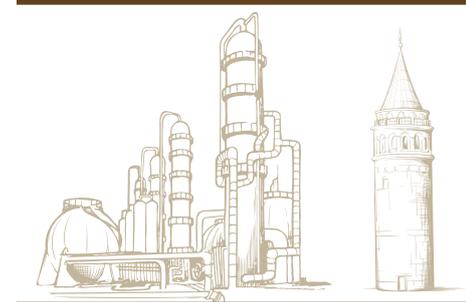
265,000 LPG cylinders used in households can be filled with the LPG stored in the 7000-cubic meter spherical tank built for Morocco.



What is the length of the longest process column built so far?

75 m

The process column built for the Tüpraş İzmit Refinery is 75 m high, has a diameter of 7.5 m, and weighs 240 tons. This height exceeds that of the historical Galata Tower in İstanbul built by the Genoese in 14th century Constantinople.



THE

FIRSTS

OF THE 60 YEARS

1964 ▶

THE FIRST LOCALLY PRODUCED LIGHTBULB

The production of Tekfen lightbulbs began in 1964, and Tekfen was the first (and last) domestic lightbulb brand of Turkey.



◀ **1965**

THE FIRST CRUDE OIL PIPELINE OF TURKEY

The Batman-İskenderun Crude Oil Pipeline was put out to tender in 1965, and excluding some military facilities, constituted Turkey's first crude oil pipeline. Tekfen worked with two foreign companies in building the 493-km pipeline.



1976 ▶

THE FIRST TURKISH PRESIDENT TO IPLOCA

In 1976, Necati Akçağlılar was elected president to IPLOCA, the most important professional body of pipeline contractors. He was followed by Murat Gigin in 1995 and Osman Birgili in 2011.



1995 ▶

THE FIRST ZINC-SUPPLEMENTED FERTILIZER

Toros Agri began the industrial production of the first zinc-supplemented fertilizer in the world in 1995.



▲ **1988**

TURKEY'S FIRST HYPERMARKET

Founded jointly by Tekfen, the French Prisunic and the Greater Municipality of İstanbul in 1988, Belpri was Turkey's first "hypermarket."

1998 ▶

THE HIGHEST VIADUCT

The 146-meter high Atatürk Viaduct, built by Tekfen, was the highest of its kind in Turkey and the second highest in Europe. The viaduct was built on an active fault line and could withstand earthquakes with a magnitude of 8.7.



▲ **1998**

THE FIRST FREE-TRADE ZONE

Toros Adana Yumurtalık Free Trade Zone (TAYSEB) was Turkey's first free trade zone for industrial investments, and was opened in 1998.

2002 ▶

TURKEY'S BIGGEST STADIUM

Built by Tekfen in 2002, the İstanbul Atatürk Olympic Stadium was the biggest in Turkey, with a seating capacity of 80 thousand.



◀ 2005

THE FIRST PLATFORM TOPSIDE

The platform topside erected by Tekfen in Baku was the first such project undertaken by a Turkish contractor. Tekfen gained extensive knowhow in this field by building more platforms in following years and currently exports platform modules to Brazil.



2003 ▶

A NEW APPROACH TO OFFICE BUILDINGS

Tekfen Tower, İstanbul's first smart A+ Office project, was opened in 2003. It was also the first building in İstanbul to allow "Immediate Occupancy" after an earthquake.



◀ 2007

THE FIRST GONG SOUNDS FOR TEKFEN

Tekfen Holding shares began to be traded at the İstanbul Stock Exchange on November 23, 2007, and the first session of the day was opened by the gong sounded by Erhan Öner, President of Tekfen Group of Companies. This was also the first gong ceremony ever at the Stock Exchange.



2006 ▶

THE WORLD'S LARGEST CRUDE OIL TANKS

The tank farm built by Tekfen for Kuwait Petroleum Company awes visitors with its size. The biggest of their kind, each tank is larger than a soccer field. Eight such tanks have been built, each with a capacity of 618,000 barrels.



◀ 2011

A FIRST IN SEEDLING PRODUCTION

Good Seed and Plant Practices (GSPP) were adopted for the first time in Turkey at the Hishtil-Toros greenhouses in order to supply farmers with healthier seedlings. Hishtil-Toros continues to be among the world leaders in this field.



▶ 2009

A RECORD IN ACCIDENT-FREE MAN-HOURS

Tekfen Construction reached a record 33 million accident-free man-hours at the ACG (Azeri-Chirag-Guneshli) Sangachal Terminal of the BTC Pipeline on February 21, 2009.



2011 ▶

THE FIRST LEED CERTIFICATE

Designed by Tekfen Real Estate Development as a "green building" in İstanbul, Levent Ofis was the first project to receive the LEED Certificate in the "Shell&Core" Category in Turkey.



◀ 2016

A WORLD RECORD

Tekfen Construction connected a 56", 2000-meter pipeline in 14 hours, using 5 welding stations and 16 welders executing a total of 145 welds, which broke a remarkable world record difficult to match.



◀ 2014

A FIRST IN SLURRY PIPELINE

Built for the Phosphate Slurry Pipeline Project between Khouribga and Jorf Lasfar in Morocco, the slurry pipeline was the first of its kind in the world, with a 36" diameter and a length of 180 km.

What happened in the world and in Turkey during the last 60 years?



1959

The silicon chip is invented, paving the way to the computer age.



1969

The first man on the moon.



1990

Turkey's first private TV station begins its broadcast.



2004

Facebook is founded.



1961

Soviet cosmonaut Yuri Gagarin becomes the first human to go to space.



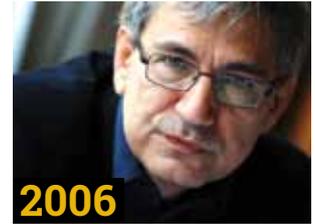
1973

The Bosphorus Bridge opens, connecting Asia and Europe.



1997

Princess Diana dies in a car crash.



2006

Orhan Pamuk receives the Nobel Prize for Literature.



1963

US President John F. Kennedy is assassinated.



1984

Turkish Radio Television (TRT) begins colour broadcasting.



2001

A new age begins in the aftermath of the attacks on the World Trade Center.



2007

Apple introduces iPhone.



1964

Beatles rocks the world music lists.



1986

Explosion at the Chernobyl Nuclear Power Plant in Ukraine. Radioactive clouds reach Turkey.



2002

Turkish National Soccer Team placed third at the World Cup.



2008

The economic crisis in the US shakes the whole world economy.



1967

Anadol, Turkey's first automobile, hits the roads.



1989

The Berlin Wall, symbol of the Cold War, is torn down.



2003

Sertap Erener wins the Eurovision Song Contest.



2015

Turkish scientist Professor Aziz Sancar receives the Nobel Prize for Chemistry.